

# What Is Collaboration?

COLLABORATION 101

## Two Step Model

- Collaboration toward common **IDEAL** (decreasing obesity, preventing school drop out...)
- Cooperation toward common **PROJECT** (starting a fitness/nutrition club at school, increasing math test scores...) *Kristin Lundgren*



**The key in this model is the desired “product” or “result.” Collaboration toward an ideal requires a long commitment. Projects should always have a realistic end date.**

In Graduation Matters, we are collaborating toward an ideal.

Projects will result from Graduation Matters collaboration

Sometimes starting with a project makes sense and it leads to collaboration down the road....

Projects are less risky than collaboration. Projects only require cooperation: pooling resources, attending meetings together etc.

It is possible to do 100 good projects and never achieve measureable change on an issue.

## Three Levels

- Conversations
- Projects
- Alliances

**The key in this model is the amount of time you spend together.**

-Pollard, Dave. March 15, 2005. “Virtual Collaboration: If You Can’t Work Side By Side.” . [www://blogs.salon.com/0002007/2005/03/18html](http://www.blogs.salon.com/0002007/2005/03/18html)



## Your Graduation Matters Collaboration

- ? Cooperation or collaboration
- ? Problem driven or vision driven
- ? Muddled roles and responsibilities or defined relationships
- ? Activity driven or outcome focused

## Five Levels

- Networking
- Cooperation or alliance
- Coordination or partnership
- Coalition
- Collaboration

**The key in this model is the level of relationship.**

**In this model, collaboration is necessary to accomplish shared vision and impact benchmarks and to build an interdependent system to address issues and opportunities**

-Hogue, Teresa. 1994 “Community Based Collaborations — Wellness Multiplied.” Oregon Center for Community Leadership. <http://crs.uvm.edu/nnco/collab/framework.html>

## Websters

From Latin “to labor together”

1. To work jointly with others or together especially in an intellectual endeavor
2. To cooperate with or willingly assist an enemy of one’s country and especially an occupying force.
3. To cooperate with an agency or instrumentality

## GURU Corner

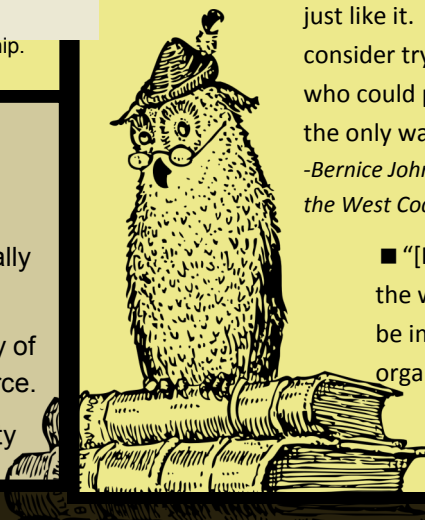
- “Several catalysts may initiate a collaboration — a problem, a shared vision, a desired outcome, to name a few. Regardless what the catalysts may be, it is critical to move from problem driven to vision driven, from muddled roles and responsibilities to defined relationships, and from activity driven to outcome focused.”

—Hogue, Teresa. 1994 *Community Based Collaborations — Wellness Multiplied.* As quoted on <http://crs.uvm.edu/nnco/collab/framework.html>.

- “You don’t go into a coalition because you just like it. The only reason you would consider trying to team up with somebody who could possibly kill you, is because that’s the only way you can figure you can stay alive.”  
—Bernice Johnson Reagon. Remarks while addressing the West Coast Women’s music Festival in 1981.

- “[In collaboration] partners focus on the way in which the current system can be improved by changing individual organization policies and procedures.”

—Karen Ray, DPHHS Jan 2012 Presentation



# Collaboration Best Practices

## Clear Member Roles

- Have a job description which explains the purpose of the collaboration, duties, and time commitment.
- Have a member agreement which secures explicit commitment to the work you need done.
- Two types of member agreements are often appropriate: individual and organizational.
- Organizational agreements should only be signed by the Executive Officer of the organization. If he/she is designating someone to attend on the organization's behalf, this should be clearly stated in the agreement.

## Right Stakeholders Present

Getting the right stakeholders to your collaboration is like filling a team roster. You don't need 20 first basemen or 60 tubas. Chrislip, an expert on collaboration, suggests you consider.

Do you have:

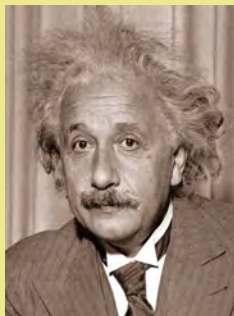
- A "constituency for change?" That is, do your members reflect the perspectives, experiences, and concerns of the broader community?
- Process Expert/s
- Content Expert/s
- Strong Facilitative Leader

-Chrislip, David D. 2002. *The Collaborative Leadership Fieldbook: A Guide for Citizens and Civic Leaders*. San Francisco, CA: Jossey-Bass.)

## GURU Corner

"If I had an hour to solve a problem and my life depended on the solution, I would spend the first 55 minutes determining the proper question to ask, for once I know the proper question, I could solve the problem in less than five minutes.

-Albert Einstein"



## Stages of Development

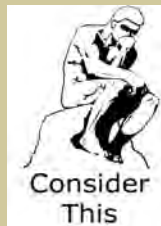
- Different leadership skills and strategies are needed for different stages of group development.

In 1965 Bruce Tuckman developed a 4-stage model of group development, which is widely used today ([http://tep.uoregon.edu/resources/crmodel/strategies/basic\\_group\\_theory.html](http://tep.uoregon.edu/resources/crmodel/strategies/basic_group_theory.html))

1. **Forming:** The group comes together and gets to initially know one another and form as a group.
2. **Storming:** A chaotic vying for leadership and trial of group processes.
3. **Norming:** Eventually agreement is reached on how the group operates.
4. **Performing:** The group practice its craft and becomes effective in meeting its objectives.

Tuckman added a 5th stage ten years later:

5. **Adjourning:** The process of "unforming" the group, that is letting go of the group structure and moving on.



### Your Graduation Matters Collaboration

- ? Clear or confused member roles
- ? Missing stakeholders
- ? Adjourning plan
- ? Willingness to sustain through challenge

## Sustaining Collaboration

### Challenge & Helpful Practice

#### *Key member leaves or attends infrequently*

Base collaboration on organizational commitment, not individual commitment. Ask the organization to commit to consistent representation.

#### *Slow visible progress*

Manage expectations. Only promise what is realistic for the stage of development you are in and only recruit the partners you really need for the stage you are in.

#### *Wrong People At The Table*

Ask the right people to join you.

#### *Poor meeting management*

Review effective meeting practices and make needed changes.

**If challenges are not addressed,  
the collaboration will fizzle.**